



MANPOWER AND FORCE MANAGEMENT CAREER PROGRAM BULLETIN

VOLUME 9 ISSUE 3 SPRING/SUMMER 1999

A Message from the Acting FCR

It is hard to believe that summer is already upon us and the year 2000 is fast approaching. Several events have taken place this year along with changes in senior leadership at the Secretariat level.

Mr. Jayson L. Spiegel, our Functional Chief Representative for the past five years, has accepted a job as the Executive Director of the Reserve Officers Association. Over his tenure as Functional Chief Representative, Mr. Spiegel tried to increase visibility in the career program with careerists and other career programs. He leaves us with a renewed emphasis and vitality in the career program. We wish him well. I am excited about continuing his efforts and working with all of you to accomplish our goals.

This past May we held our annual Manpower and Force Management Planning Board at Fort Belvoir. Approximately 45 people from throughout the Army manpower community attended. A wide range of topics were discussed from central recruitment of ACTEDS interns to Centralized Documentation of TDAs. The highpoint of the three-day Planning Board was an awards luncheon to honor the winners of the Secretary of the Army Award for Improving Manpower and Force Management. We were privileged to have the Functional Chief, The Honorable Patrick T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs, present the awards.

At the Planning Board we introduced a draft strategic plan for the CP-26 Career Program. The plan was discussed and a group of approximately five individuals will meet later this summer to finalize it. It is an exciting new endeavor for the career program to undertake and one that will impact all careerists.

Our work on implementing the material weakness sub-plans is progressing. We have asked the U.S. Army Audit Agency to work with us to refine milestones and metrics for each major event contained in the plan. This will improve our ability to measure our progress and determine our success in resolving this longstanding issue.

The next six months will be challenging but also rewarding to the manpower community. I'm certain the foundations that we are laying today will support us well into the next century.

Best wishes for a wonderful summer!

/s/

Robert Bartholomew, III

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In Memoriam***CP26 Planning Board Minutes*****Summary of the Minutes****William N. Gethers, Jr.****Manpower and Force Management**
Civilian Career Program Planning Board**May 18-20, 1999**
Fort Belvoir, Virginia

Mr. Robert Bartholomew, OASA(M&RA), and Mr. Jayson L. Spiegel, the Functional Chief Representative (FCR), provided opening remarks. They emphasized the key initiatives of the Headquarters that involved our community to include incorporating the TDA Army in TAA and TDA Centralized Documentation.

Mr. Pat Moylan from the North Central Civilian Personnel Operations Center, briefed on the new process for central recruitment of ACTEDS interns. He said the process did not add any costs but streamlined recruitment.

Ms. Kerrie Tucker, OASA(M&RA), discussed the ACTEDS Intern Account. She said we are on track to reach our intern goals and that the number of intern work-years in the out-years has been increased.

Ms. Jan Menig, Deputy Assistant Chief of Staff for Installation Management discussed Outsourcing and Privatization initiatives and how we are doing a better job at articulating our needs. Ms. Menig discussed the Federal Activities Inventory Reform (FAIR) Act.

Ms. Marsha Arrington, OASA(M&RA), provided demographic data on the CP 26 population and the number of referral lists issued during FY 99. The ACCES database needs to purge the names of any employees that should no longer be on referral lists.

Ms. Diane Schaule, OASA(M&RA), discussed the Competitive Professional Development program and encouraged careerists to apply. Ms. Schaule also stated that the Deputy FCR list needs to be updated. The Proponency office will select possible candidates and staff those names among the senior leaders for concurrence.

Dr. B.J. Wroblewski, OASA(M&RA), discussed the Civilian Personnel Management System XXI concept of taking a baseline profile of the civilian workforce and projecting it out into the future. The goal is for all career programs to have strategic plans in place.

Ms. Holly Russell, OASA(M&RA), reviewed the CP-26 Strategic Plan. The group decided an off-site would be beneficial to finalize the rest of the strategic plan. The goal is to complete the strategic plan by the end of this fiscal year.

Ms. Ellen Helmerson, Deputy Director, U.S. Army Manpower Analysis Agency (USAMAA), provided an update on Requirements Determination procedures certification and assistance process. Ms. Helmerson discussed the current review at TRADOC and the lessons learned from the process. (Continued on page 3)

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Dr. John Anderson, USAMAA, updated the attendees on DRID 20 and the FAIR Act. The FAIR Act directs agencies to submit to OMB and Congress an annual inventory of contractible activities.

COL Gregg Mortensen, Director, USAFMSA, provided an informative briefing on the TDA CENDOC concept. The main reason for doing CENDOC is to increase efficiencies, which will increase readiness. CENDOC will integrate the manpower-personnel allocation, distribution, prioritization and documentation processes.

BG(P) Benjamin Griffin, Director of Force Programs, ODCSOPS, gave an overview of his Directorate of Force Programs and the mission of the various divisions. He fielded questions about impending workforce retirements and CENDOC implementation.

Ms. Susan Wilvert, PA&E, discussed the issue of civilian underexecution. There was a discussion as to whether the current manpower guidance should be promulgated in a policy directive rather than in a memorandum.

Mr. Bill Guillaume, CP-11 Propensity Office, OASA(FM&C), discussed the CP-11 Multi-Disciplined Financial Analyst Concept, career path components, and performance development models.

Dr. Gerald Fisher, Booz-Allen, presented the AWPS accomplishments. AWPS looks at historical work level and projects the number of people. It has been installed at Anniston and Red River Army Depots.

Mr. Gene Ramsey, Booz-Allen, provided an overview of the Army Resource Management Analytical Tool. This tool has been implemented in USAREUR to manage dollars and civilian personnel.

Mr. Joe Arledge, NGB, and Noblestar Corp., gave a presentation and demo of the MSDS system. MSDS was de-

signed to automate the construction of manpower standards in the field offices of the NGB.

Ms. Nieta Scott-Dunmore, ALMC, provided statistics on the number of Manpower and Force Management Courses taught during the last year and number of students trained. Dr. Cal Fowler, OASA(M&RA) facilitated a discussion on the Program of Instruction Review of the Manpower and Force Management Course. ALMC will review the subject matter based on input provided during the Board.

Mr. Bartholomew closed the Board with a moment of silence in memory of Mr. Bill Gethers, who passed away suddenly on May 11, 1999.

The complete text of these minutes, along with the speaker's briefing charts may be found on the OASA(M&RA) Homepage at <http://oasamra5.army.pentagon.mil>.

See tribute to Mr. Gethers on page 11

1998 Secretary of the Army Awards for Improving Manpower and Force Management

The 1998 Secretary of the Army Awards were presented on May 19, 1999 in a ceremony at the Fort Belvoir Officers' Club, Fort Belvoir, Virginia. The Honorable Patrick T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs, was the guest speaker and made the award presentations.

Names of the award recipients and their accomplishments may be found on the next page.

**1999 AWARD NOMINATIONS ARE
DUE TO US OCTOBER 18, 1999
FOR PRESENTATION IN 2000**

1998 SECRETARY OF THE ARMY AWARDS FOR IMPROVING MANPOWER AND FORCE MANAGEMENT

SUPERIOR PERFORMANCE IN MANPOWER AND FORCE MANAGEMENT

Ricky L. Dodson – USAFMSA – Mr. Dodson served as the C2 and Signal Team Chief and helped articulate the rationale to dispel the outdated policies of the documentation and property accountability of radio installation kits in TOE and MTOE units. This effort was a major undertaking and eliminated a vast amount of paperwork in the force management community and required partnering with multiple agencies in the Army.

Ruben Rosario – HQ TRADOC – Mr. Rosario served as an analyst in the Manpower, Equipment and Operations Division. He was responsible for documenting and maintaining manpower audit trails for base realignment and closure which resulted in significant resource savings while providing outstanding support to higher headquarters.

ORGANIZATIONAL EXCELLENCE IN MANPOWER AND FORCE MANAGEMENT

Manpower Requirements Branch, HQ MEDCOM – The analysts developed and implemented the Automated Staffing Assessment Model thereby resulting in more accurate determination of Table of Distribution and Allowances medical manpower requirements. As a result, approximately six thousand requirements will come off MEDCOM TDAs in the initial application.

DISTINGUISHED SERVICE IN MANPOWER AND FORCE MANAGEMENT

John Anderson – USAMAA – Dr. Anderson made an outstanding contribution in the collection, identification, and analysis of the Department of the Army contractor “shadow workforce”. The size of the contracted workforce within the Total Army force structure has long been understated. The incorporation of this information into the Total Army Analysis 07 process is proof that decision-makers clearly understood the importance of this data in developing the future Army total force requirements. Dr. Anderson’s effort and dedication on this project truly benefited the entire Army.

GENERAL MARK CLARK AWARD (OUTSTANDING INTERN)

Linda C. Slyfield – TRADOC, Fort Eustis – During her training as an intern, Ms. Slyfield performed in an outstanding manner, demonstrating self confidence and competence normally expected of more experienced personnel. In addition to completing all intern training she assumed additional duties as acting branch chief during a three month period prior to her graduation from the intern program. She accepted responsibility for and independently completed a variety of projects supporting the force management program.

**1999 CP26 ACCES
ACCOMPLISHMENT RATER
SESSIONS**

Please take note of the following important dates. ACCES accomplishment raters convene quarterly to rate the written accomplishment statements of CP26 careerists. Here is the schedule for the remainder of the 1999 calendar year:

<i>SUSPENSE</i>	<i>RATING SESSION</i>
27 Aug 99	14 - 17 Sep 99
19 Nov 99	29 Nov – 3 Dec 99

If you complete your accomplishment statements on paper copies, they must be received by the suspense date in the Career Management Operations Branch at:

Assistant Secretary of the Army
(Manpower and Reserve Affairs)
ATTN: SFCP-COC
200 Stovall Street
Alexandria, VA 22332-0320

If you complete your accomplishment statements on-line using Easy ACCES, you must meet these same suspense dates. After you complete your accomplishment statement(s) for each ability click on "Submit to Rating Session" to transmit electronically.

Submit to Rating Session

**Submit Accomplishment
To Rating Session &
Return to Status Menu**

**ARMY CIVILIAN CAREER
EVALUATION SYSTEM (ACCES)
HELPFUL HINTS FOR
WRITING ACCOMPLISHMENT
STATEMENTS**

If you're not sure how to tackle writing accomplishment statements that support the five abilities in the ACCES package, this guidance is for you. It was compiled from feedback provided by various career program ACCES accomplishment raters—not just CP26. Personnel in the Career Management Operations Branch of OASA(M&RA), who review incoming ACCES packages for all career programs, also contributed to this effort. Save this guidance for future reference!

PREPARATION

Organize yourself before beginning the write-ups; do your homework! Make sure you plan well in advance of the published suspense date for submitting your ACCES appraisal. You will need this time to draft your accomplishment write-ups, let them "rest" for a few days, before you review and fine-tune them. Read all the instructions provided thoroughly. Whether you're using the paper copy of the ACCES forms or are on-line using Easy ACCES, (located at <http://cpol.army.mil>) review the factors that are considered in evaluating accomplishment statements, such as scope, complexity, controversy, etc. Remember that each ability has a different definition. Think carefully about the details of the project, study, etc. that you want to describe. Plan your write-up (Continued on page 6)

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just as you would plan any writing assignment. Remember there are four distinct components to each ability. You must provide explicit information in each of the following:

- a. Problem or objective.
- b. What I actually did and when.
- c. What the outcome was.
- d. Verifying official.

Identify the problem or objective very specifically. You might compare this to a thesis statement (or main idea) of a paper. Unless the problem or objective is clear, it will be difficult to explain what you actually did and when and the outcome of your actions. Make sure you understand the definition of the ability and that your write-up clearly shows evidence that you possess that ability. One accomplishment (a report, a briefing, or a study) can be used more than once to demonstrate proficiency in different abilities. Just make sure you rewrite it each time to support the ability you are writing to.

WRITING ACCOMPLISHMENTS

Substantive, well-prepared accomplishments are often submitted which do not apply to the particular ability being rated. Acts and accomplishments supporting the ability to innovate (for instance) are written and submitted to support the ability to communicate orally. Ability to analyze is often confused with the ability to plan, organize, and direct. It is allowable when there is in fact some substance to the act or accomplishment that supports more than one ability, but it is of no benefit when the accomplishment does not apply. Rewrite the accomplishment to fit and support the specific ability to be rated,

emphasizing those aspects which relate to the ability being rated.

Do not use the passive voice, third person. Use the first person singular "I"—the accomplishment raters must be able to see exactly what YOU accomplished. Do not simply state that the problem was solved and the recommendations were approved. That says nothing to support your abilities. Write exactly what you did. Support the fact that you, and not someone else, took the action that evidences you possess the ability.

Explain exactly what you did and how you did it—not just what was done.

Include who, what, where, when, and why in your narrative.

The mere statement that you have worked for a certain number of years does not in itself support an ability. It does not describe what actions you actually took.

It is to your advantage to prepare two accomplishment statements for each ability. Both accomplishment statements will be rated but only the one with the higher score will be used.

The fact that you performed a given task in an average manner is better than no accomplishment at all, but it will improve your ratings if you can support the fact that you did it better than someone else—either faster, cheaper, or just as well with fewer resources.

In support of the ability to innovate, do not simply state that you followed the instructions. This is not innovative. You need to specify whether you did it on your own or as part of a
(Continued on page 7)

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group and whether it was an original initiative or a tasking.

Do not assume that raters will know what abilities have been acquired by simply stating a job title or assignment to a functional area. Raters are instructed to read nothing into the write-ups. The onus is on you to state your own case. Each write-up stands alone.

If you were a team member and/or supervisor for an accomplishment, quantify the portion performed directly by you and describe the tasks you accomplished using first person "I". Leave no doubt in the rater's mind. Focus on your personal contributions to the accomplishment.

Some writers are still using the old SKAP technique of cross-references, i.e., see Ability 2 for details. Raters do not see all your accomplishment statements, only the one being rated, so cross-referencing will result in a low rating. Again, each write-up stands alone.

Accomplishment raters rate in the "blind". Raters do not know whom they are rating. Your social security number is the only identifying information on the page. Avoid unintentionally revealing your identity by citing in the outcome portion, "My letter of appreciation reads in part that "Mr. Doe's contributions to the study . . ."

Make sure the verifier of the accomplishment can be reached.

Stay away from acronyms. Although the raters are in the Manpower and Force Management career program, they can't possibly know every

acronym in every functional area within the program.

Raters cannot make assumptions about the outcome of the project. Too often writers don't provide enough information about the outcome of the project. This must be clearly articulated.

Do not exaggerate your accomplishments (I saved the Army \$5M) without any substantiation. Often there is no mention of awards, etc., that one would expect from such an achievement.

Be very specific about the problem or objective. Don't say "prepared written correspondence daily". Give specifics about exactly what you prepared.

Once you have drafted a write-up of each accomplishment statement, and set it aside, come back and review it with a critical eye. Does the accomplishment statement support the specific ability you are writing to? Have you clearly articulated exactly what actions you took in the accomplishment? Is the outcome of your actions clearly stated? Once you're satisfied with your product, you're ready to submit them to the Career Management Operations Branch in time for the next scheduled accomplishment rater session. It usually takes two to four weeks to hear back on your ratings. So, be patient and Good Luck!!

UPDATE YOUR ACCES

APPRAISAL USING

EASY ACCES AT

<http://cpol.army.mil>

EDUCATION, TRAINING AND CAREER DEVELOPMENT

Sustaining Base Leadership and Management (SBLM) Program Selections

Congratulations to the following CP-26 careerists selected to attend resident Class 99-3 of the Sustaining Base Leadership and Management Program offered by the Army Management Staff College. The class begins September 21, 1999 - December 15, 1999.

Joanne Rodriguez	INSCOM
Nancy Kyle	MTMC
Janie Montgomery	TRADOC
Sean O'Malley	TRADOC
Ward Nihiser	USARPAC
Edward Brooks	USAFMSA
Barry Rimmey	USAFMSA

FY00 ACTEDS Catalog Now Available on Line

The FY00 ACTEDS catalog is available now at <http://cpol.army.mil>. The catalog was reformatted to make it easier to locate information within each chapter. Here are some highlights:

An **Academic Plan** was added for full or part-time university training. This will help applicants, supervisors, and Functional Chief Representatives plan, review, and approve courses for the fiscal year.

Navigation Buttons were added to facilitate navigation more quickly through the catalog.

Click on **Site Map**, to navigate to any major section in the catalog.

Ongoing changes are provided

as they occur by clicking on **View the Updates** button.

The **DA Form 2302** is being replaced by **résumés**. Because the DA Secretariat Board requires standardized applications, **résumés**, rather than DA 2302, are now required for training applications that are reviewed by the Board. Instructions for completing a **résumé** for a training opportunity using the Army **Résumé Builder** are contained in a new Appendix to the Catalog.

Please note that hard copies of the catalog are no longer published—the official version resides on the web!

CP-26 Competitive Professional Development (CPD)

Did you know that the CP-26 Functional Chief Representative (FCR) sponsors Competitive Professional Development (CPD) for CP-26 careerists? CP-26 employees at grades GS-11 and above are eligible to apply for these outstanding education and training opportunities.

CPD consists of full- or part-time attendance at colleges and universities to study subjects in the field of public administration, business administration, operational research and systems analysis, organizational development, industrial engineering, or human resource management.

CP-26 will also support funding developmental assignments of four to six months for individuals to gain skills, knowledge, and abilities other than those they currently possess.

See Chapter 3 of the FY00 ACTEDS Catalog at <http://cpol.army.mil> for complete information and application requirements.

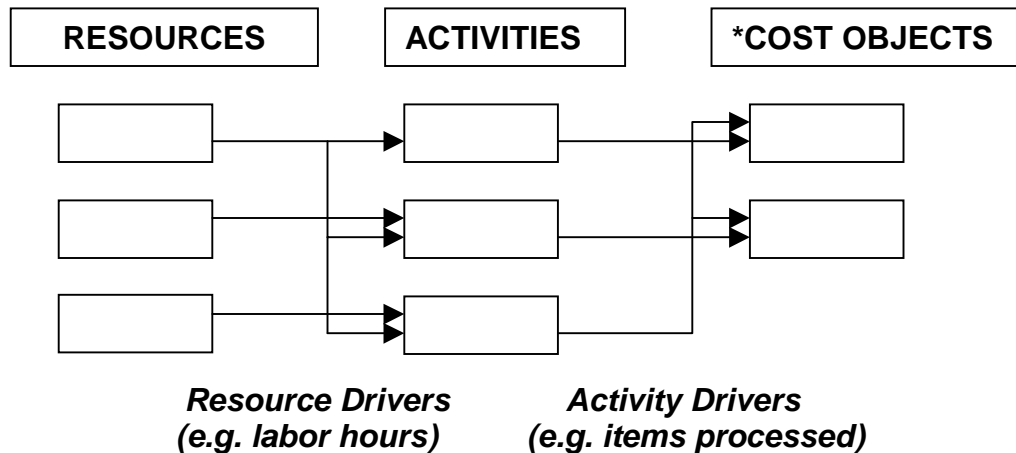
Activity Based Costing--A Tool for Manpower Management

By
 Martha J. Heckman
 U.S. Army Forces Command
 Deputy Chief of Staff for Resource Management
 Strategic Systems Division

Activity Based Costing or "ABC" is used throughout industry and government as a cost management tool. Both manufacturing and service industries have demonstrated ABC success in reducing costs and improving process efficiency. Even though a manager might initially regard ABC as only a financial tool, it also has tremendous manpower management potential. A very significant element in cost management includes labor or manpower. Therefore, ABC can assist in both manpower and cost management initiatives. This article will highlight some considerations on using ABC as you approach manpower management issues.

On February 11, 1999, General Reimer, US Army Chief of Staff, issued a memorandum to his Board of Directors. This memorandum highlighted the installation benefits U.S. Army Forces Command (FORSCOM) and the U.S. Army Audit Agency have demonstrated with ABC. General Reimer urged managers to use ABC in order to deliver the highest possible quality products/services to the customer at the least possible cost. Manpower is definitely a key component in many service costs. Manpower managers found ABC data beneficial for benchmarking among service providers, capturing the total manpower consumed, preparing performance work statements, and identifying non-value added work.

In ABC we look at the total resources required to produce a product or service and the activities that consume these resources in delivering the product or service. The diagram below gives a simplified picture of the process.



*Products or services produced

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The FORSCOM ABC models have been designed for local managers in the following functional areas (1) public works and environmental, (2) plans, training, & mobilization, (3) information management, (4) logistics, and (5) personnel & community affairs. The models address work activities performed in local shops and offices. They are standardized across the command so those managers can compare costs and the factors contributing to total product costs. However, they have flexibility to accommodate installation unique services. Even though we often consider what we do unique, it is more commonly just "how" we do it that is unique. The "how" is what contributes to total labor costs and impacts manpower requirements.

One of the primary resources consumed in base support functions is labor or manpower. The models used within FORSCOM capture "total" labor costs. This includes all categories of manpower, i.e. civilian, military and borrowed military labor, consumed by various activities. It includes all labor sources, regardless of the appropriation funding the labor. ABC gives manpower managers a complete recap of the impact labor has on total product costs. Many managers have been surprised by the cumulative effect of adding civilian, military and borrowed military labor to the total cost of a product or service.

Even though local managers do not actually pay for the military labor, it does contribute to our total service/product cost and cannot be ignored. ABC data allows manpower managers to see the impact that losing military labor would have on activities and services. In facing privatization, many managers have to face this "hidden cost" when preparing their most efficient organization.

The ABC model data also proves helpful in preparing for privatization or outsourcing studies. By knowing the total activities required, managers can sometimes see that some departmental activities will not go away with outsourcing or that activities have not been addressed in performance work statements. Various ABC data can give managers a quick summary of both the labor and activities that must be addressed.

As managers review ABC reports they can see just how much labor is being consumed in what industry has termed "non-value-added" work. For example, activities such as correcting errors and reworking returned products indicate possible manpower reduction opportunities. For many activities this non-value-added labor bill is so significant it must be addressed in evaluating cost reduction issues.

In addition, ABC models can capture the activity costs for what is called "sustaining" activities. These are activities that are purely support and usually contain highly discretionary expenses. A review of sustaining activities can give managers insights for where savings may be targeted in reducing overhead or process improvements.

With active management involvement, ABC leads to Activity Based Management (ABM). The multidimensional nature of ABC data provides managers insights and can stimulate them to ask progressively deeper and harder questions. ABC/ABM is a tool, not a solution. But it provides managers visibility of manpower symptoms and then problems can be further researched. However, all the ABC data produced is of little value, if managers do not use it and ACT. Knowing where potential manpower savings can be found is only step one. (And some say the easiest). It often takes risks and initiative on the part of the manager to make true process improvements.

The transition to ABM is a tough job facing any manager, but with ABC they no longer have to manage by "gut feeling". Fact and data substantiate the ABC results. Not all decisions are evident or easy to make, but if our installations are going to become competitive and efficient, effective use of manpower resources is a must. Manpower managers must seek out ABC information and use it wisely. They need to study the results and ensure they do not misinterpret the data.

In conclusion, I would encourage all managers who have access to ABC data to evaluate the results when making manpower decisions. Those that do not have ABC may wish to explore its possibilities for your organization. In today's business environment, simply meeting manpower targets will not ensure growth or survival. Each manager needs information on the activities taking place within their organization and the true labor cost to the organization. As stated by Tom White in his book, "The 60 Minute ABC Book, "The days of "seat of the pants" intuitive management are over. Quantitative management has replaced qualitative judgment." ■

In Memoriam

Mr. William N. Gethers, Jr.

On May 11, 1999, Mr. William N. Gethers passed away, suddenly. Mr. Gethers had worked for several years as a branch chief in the Allocation and Force Structure Division, Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs, performing such functions as manpower allocation, planning, programming, budgeting, and execution. On May 9, 1999, Mr. Gethers was promoted to GS-15 and to the position of Assistant Deputy for Allocation and Force Structure.

Mr. Gethers was a native of South Carolina. In 1971 he received a Bachelor of Science Degree at North Carolina Agricultural & Technical State University, Greensboro, and in 1988, a Masters of General Administration from the University of Maryland, College Park. He was a graduate of the Army War College, Carlisle, Pennsylvania, and the Professional Military Comptroller School, Maxwell Air Force Base, Alabama.

Mr. Gethers was a good friend, leader, and colleague. Everyone will dearly miss him.

The 1999 Manpower and Force Management Civilian Career Program Planning Board was dedicated to the memory of Mr. Gethers.

Mr. Hans R. A. Smetana

It is with great sorrow that we announce the passing of Mr. Hans R. A. Smetana, a senior member of the Manpower and Force Management Community whose last assignment was with the Training and Doctrine Command. Mr. Smetana passed away on June 25, 1999 at the Veterans Affairs Medical Center in Hampton, VA after a long illness.

Mr. Smetana began his 32 years of service to the nation as a soldier and aviator, and established an exemplary service record. While serving as a Medevac pilot in Vietnam, he was seriously wounded when his helicopter came under enemy fire. Despite these severe

injuries, Mr. Smetana continued to serve on active duty for a number of years before leaving to become a Department of the Army Civilian.

Based on his military service, Mr. Smetana earned the Distinguished Flying Cross, Air Medal with V Device (2 awards), Air Medal (11 awards), Army Commendation Medal with 2nd Oak Leaf Cluster, National Defense Service Medal, Good Conduct Medal, Purple Heart, Vietnam Service Medal, Republic of Vietnam Campaign Medal, Armed Forces Reserve Medal, Army Aviator Badge and the Republic of Vietnam Cross of Gallantry with Palm.

As a Department of the Army Civilian, Mr. Smetana held a number of key manpower management positions at Headquarters, U.S. Army Training and Doctrine Command. Mr. Smetana moved from the program management office of the Deputy Chief of Staff for Training into the Manpower and Force Management Directorate of the Office of the Deputy Chief of Staff for Resource Management in 1986 and was promoted to the grade of GS-13. In 1993, Mr. Smetana earned promotion to the grade of GS-14 and assumed the position of Chief, Force Accounting and Systems Division. In July 1994, Mr. Smetana was temporarily promoted to GS-15 and served as the Acting Director of Manpower and Force Analysis, HQ TRADOC until August 1995. Prior to his retirement, Mr. Smetana served as Chief, TRADOC Manpower Activity and was responsible for operational management of the TRADOC Manpower Requirements Determination Program.

In every position he held, Mr. Smetana established himself as the ultimate professional, a man known to many as an expert in his field with a wide range of experience and expertise. He also proved to be a loyal and trusted friend to those with whom he worked, and many of us came to depend heavily on him, both professionally and personally over the years. Hans left his mark on our community in a very positive manner. Despite repeated physical challenges due to health problems over the years, Hans demonstrated every day the true value of a positive attitude. He inspired all of us who had the privilege to know and work with him to overcome obstacles and always give our best effort to every task.

Hans Smetana's contributions to our community were many, and his loss will be felt by us all. May he rest in peace knowing he always gave us his best.

BULLETIN ARTICLES

Careerists, supervisors, and managers in the Manpower and Force Management Career Program and Career Field are invited to submit articles for publication or to suggest articles or features you would like to see in this Bulletin. Submit articles, comments, or suggestions to:

**Assistant Secretary of the Army
(Manpower and Reserve Affairs)
ATTN: SAMR-FMMR
111 Army Pentagon
Washington, DC 20310-0111
Or email to:**

Diane.Schaule@hqda.army.mil

**BULLETIN
DISTRIBUTION**

This bulletin is published electronically on the OASA(M&RA) homepage. We hope you will assist us by publicizing the OASA(M&RA) homepage to your CP-26 employees. This office will email our MACOM contacts when the current bulletin is available on the OASA(M&RA) homepage; MACOMs in turn are asked to notify their subordinate Activity Career Program Managers (ACPM) who in turn should notify their CP-26 population as well as employees in other career programs who have an interest in CP-26.

<http://oasamra5.army.pentagon.mil>

EDITORIAL POLICY: The Manpower and Force Management Bulletin is an official bulletin of the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). Information in this bulletin concerns policies, procedures, and items of interest for the manpower and force management career program and career field. Statements and opinions expressed are not necessarily those of the Department of the Army. This bulletin is published under the provisions of AR 25-30 as a functional bulletin.



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